

# **Executive Office for Weed and Seed**

## **Site Coordinator Training Guide**



May 2003

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## **Background and Purpose**

The Executive Office for Weed and Seed (EOWS) recognizes the unique challenges that new Weed and Seed Site Coordinators (Site Coordinators) face as they struggle to implement the Weed and Seed strategy within new or existing sites. The Site Coordinator is the individual who is the full-time “hand-on” person working in the Weed and Seed neighborhood and the link between members of the neighborhood, Safe Haven staff, law enforcement officials, EOWS, and the site Steering Committee. This individual often must make decisions that reflect the visions and goals of the site strategy and the community stakeholders as well as monitor the site’s compliance with EOWS policies and overall grant requirements.

Based on survey results, observations by current coordinators, EOWS management, and Steering Committees, it was decided that a Coordinator’s Training Guide be developed to be taught to newly appointed Site Coordinators. This guide is designed to be uniform and consistent with the *Executive Office for Weed and Seed Implementation Manual*, establish basic roles and responsibilities for the Site Coordinator, and provide the Site Coordinator with the tools necessary to successfully carry out the day-to-day operations of the Weed and Seed site.

## **The Weed and Seed Strategy**

Administered by the Executive Office for Weed and Seed (EOWS), Office of Justice Programs (OJP), U.S. Department of Justice, Operation Weed and Seed is a community-based initiative that encompasses an innovative and comprehensive multi-agency approach to law enforcement, crime prevention, and community revitalization. Operation Weed and Seed is foremost a strategy—rather than a grant program—that aims to prevent, control, and reduce violent crime, drug abuse, and gang activity in designated high-crime neighborhoods across the country. Weed and Seed sites range in size from several neighborhood blocks to a few square miles.

The strategy involves a two-pronged approach: law enforcement agencies and prosecutors cooperate in “weeding out” violent crime and drug abuse; and “seeding” brings human services to the area, e.g., after school programs and economic development. A community-oriented policing component bridges the weeding and seeding strategies. Officers obtain helpful information from area residents for weeding efforts while they aid residents in obtaining information about community revitalization and seeding resources.

### **Official Recognition**

Official Recognition designation is the first step in the Federal Weed and Seed process. A community that is interested in becoming a Weed and Seed site must notify the U.S. Attorney's Office (USAO) in its district of the intent to develop a

Weed and Seed Strategy, and then request an *Executive Office for Weed and Seed Implementation Manual* and (when released) the current Official Recognition Guidelines and Application from EOWS. The U.S. Attorney, or his/her designee, can assist the prospective site with organizing a Steering Committee and planning and developing the strategy. The prospective site applies for Official Recognition of its Weed and Seed strategy by submitting its strategy—through the local U.S. Attorney’s Office—to EOWS for review and approval. The strategy must be locally driven and developed in accordance with EOWS guidelines. Benefits of Official Recognition include preference in receiving discretionary resources from participating Federal agencies; priority for participating in federally-sponsored training and technical assistance; use of the official Weed and Seed logo; and eligibility to compete for Department of Justice Weed and Seed funds. Official Recognition Guidelines are issued in the spring of each year.

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## How to Use This Guide

Over the course of a day, you will hear from experienced Site Coordinators as they share insights, tactics and important tools that have proven successful in their sites and other sites across the country. Recognizing that every site is different, this training covers the fundamentals associated with the job requirements of a Site Coordinator. Your site may not be affected by all of the points covered in the training. There will also be new information that can help keep your site moving in the right direction.

It is important to stress that Site Coordinators often bring different skills and experiences to their Weed and Seed site. The six knowledge domains will help new Site Coordinators build upon their respective strengths, while also providing clarity regarding how to interact with the other stakeholders, as well as what the responsibilities of all parties who are associated with the design and implementation of the overall Strategy. The six knowledge domains are:

- ☐ Roles and Responsibilities
- ☐ Collaborations and Relationship with Partners
- ☐ Strategy Development and Implementation
- ☐ Sustainability
- ☐ Technology
- ☐ Programmatic and Financial Requirements

Additionally, some attendees may have additional questions after completing this training. Consequently, in addition to providing you with a list of experienced Site Coordinators whom you may tap as valuable resources, EOWS is working to develop an Internet-based training program that will provide a more thorough, comprehensive training on each of the knowledge domains.

Upon completion of this training, you will understand the broad range of responsibilities Site Coordinators have in helping to implement the Weed and Seed Strategy. Furthermore, it should be clear to you that the responsibility for the implementation of the Strategy is not limited to the Site Coordinator. Steering Committee members, subcommittee members, grant administrator and other community stakeholders all play significant roles in this important endeavor.

A different trainer will instruct each section. As you complete each module, it is advisable to write down your questions that need further clarification. Your question will also help us in determining what additional information should be incorporated into the online training. Do not worry if not all of your questions are answered in the training session. There are resources that are available to help alleviate your fears!

## Frequently Asked Questions

In developing the initial outlines for the training curricula, working group members compiled a series of questions that have been raised over the years by Site Coordinators, community residents, city officials and other interested stakeholders. Some of these questions were directed to the Program Managers; other questions were directed to representatives from the U.S Attorney's Office. While many of these questions may have been stated differently, the essence of the questions was still the same. Below, we have listed the top questions that were raised by Site Coordinators across the county:

### **About Being a Site Coordinator:**

- ☐ What is my role as the Site Coordinator?
- ☐ Who determines my wages and working conditions?
- ☐ How will I be judged as the Site Coordinator?
- ☐ Who can terminate my employment?
- ☐ How should I deal with multiple requests from multiple individuals?

### **About the Steering Committee:**

- ☐ How do I get my Steering Committee more involved?
- ☐ How do we keep meetings on time and on track?
- ☐ Who should be on Steering Committee?
- ☐ What do we do with Steering Committee members who don't attend regularly?
- ☐ How do we get Steering Committee members to take more responsibility and share some of the work?
- ☐ How many people are supposed to be on the Steering Committee?
- ☐ Can someone who doesn't live in the Weed and Seed site be on the Steering Committee?
- ☐ How do you select the chairperson?

### **About the Weed and Seed Strategy**

- ☐ What phase is the Strategy in?
- ☐ What do we do if we haven't used all of the funds by the end of the fiscal year?
- ☐ Can the fiscal agent, as employer, assign tasks, prioritize responsibilities, set wages, discipline or terminate the coordinator?
- ☐ Can you suggest other sources of funding?

*Do you recognize any of these questions? Well, here is your opportunity to have your questions answered!*

# Roles and Responsibilities





## **Roles and Responsibilities**

Congratulations on being hired as the Weed and Seed Site Coordinator! As the new Site Coordinator, a commonly raised concern pertains to understanding the role and responsibilities of the Site Coordinator. Does the Site Coordinator report to the Steering Committee? What is the Site Coordinator responsible for on a daily basis? Should the Site Coordinator be involved in running programs in the community? Where should the Site Coordinator be housed? As a new Site Coordinator, how do you know if you are doing what is expected of you? Do you have all of the skills necessary to do the job of a Site Coordinator? How to stay focused on ensuring accountability and sustainability as it relates to the activities at your site?

This first session will provide an overview of the role of a Site Coordinator in leading the implementation of a Weed and Seed Strategy. You will learn what skills and attributes are required of a Site Coordinator, what a Site Coordinator is expected to do on a daily basis and the relationship between the Site Coordinator, the Steering Committee as well as the fiscal agent.

### **Session Objectives**

- ☐ To Learn What Qualities Are Vital For Success As A Site Coordinator
- ☐ To Define The Role And Function Of A Site Coordinator
- ☐ To Locate and Understand Site Structure and Key Documents
- ☐ To Learn What You Can Do To Strengthen Your Skills And Abilities

### **What Qualities Are Vital For Success As A Site Coordinator?**

The selection of a Site Coordinator is critical to the success of a good Weed and Seed Strategy. While the range of skills and experiences of Site Coordinators vary from site to site, there are some common qualities that all Site Coordinators should possess. Undoubtedly, you possess many, if not all of these qualities. Let's take a time to review these qualities.

#### **Personal Attributes**

- Having Leadership and Team Building Skills
- Being Adaptable and Flexible
- Working independently and/or as a Team Member
- Being Creative, Innovative and Assertive
- Having Tact and Patience
- Having Cultural Competence
- Being Politically astute

#### **Communication Skills**

- Good Writing and Speaking Skills
- Arbitration and Mediation Skills

- Facilitation and Coordination Skills
- Ability to Delegate Tasks
- Negotiation skills
- Presentational Skills
- Recognition Skills

### **Organizational Skills**

- Meetings (Steering Committee, Sub-Committees)
  - Conducting
  - Organizing
  - Recording
  - Following-Up
- Records Management
  - Coordination of the Development of Official Recognition and Continuation Applications
  - Memoranda of Understanding and Memoranda of Agreement (MOU and MOA)
  - Meeting Minutes and Attendance
  - Program Activities
  - Correspondence
  - Financial Management including Award Documents
- Reporting Systems
- Basic Budget Skills
- Goal and Task-Oriented
  - Time management
  - Ability to set and meet deadlines
  - Realization of external timelines
  - Prioritizing work assignments
- Monitoring, Managing, and Facilitating External and Internal Partners
  - Steering Committee and Executive Committee (SC Officers and Sub-Committee Chairs)
  - Partners through MOUs and MOAs
  - Safe Havens
  - Sub-Grantees
  - Awards Recognition
- Technology/Computer skills
- Knowing Who To And When To Ask For Help

### **Resource Development and Sustainability Skills**

- Ability to Think Outside The Box
- Ability To Develop Long-Range Planning
- Ability To Identify and Leverage Partners and Resources
- Ability to Build Capacity
- Fundraising Strengths
- Evaluation and Accountability

As you peruse this list of qualities, how many would you say you possess? Very rarely does a Site Coordinator possess all of these qualities at the start of their employment. Eventually, you will develop new skills and qualities through Weed and Seed sponsored events, the EOWS website, interaction with other Site Coordinators as well as on-the-job experience!

### **What Should I Know About The Site Structure and Key Documents?**

Undoubtedly after you were hired, you began to review various documents, including the Official Recognition Strategy, report forms or completed reports, and past meeting minutes. Subsequent sections provide a brief description of the overall structure of Weed and Seed, beginning with the national office, down to the local site. Here are some important tips and tools to help you better understand how Weed and Seed is structured and operates, originating at the national level and connecting to your site.

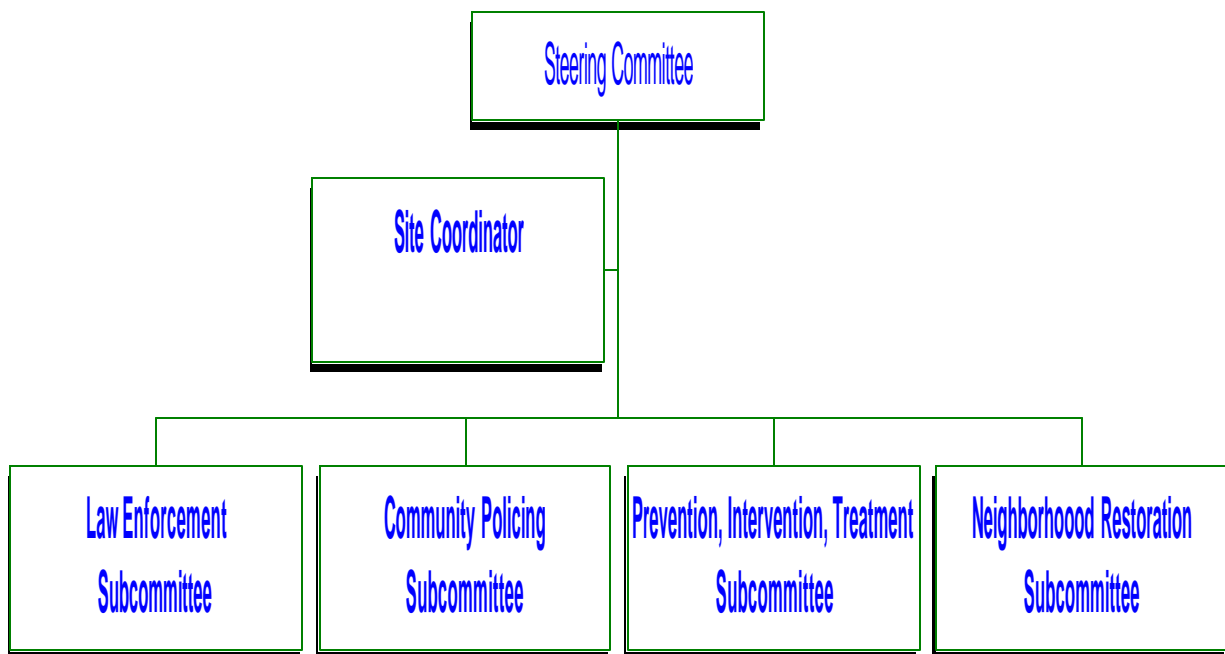
#### **National**

- DOJ/EOWS Organizational Chart
- EOWS Program Manager
- Communication Protocols for the Department of Justice
- National Resources
  - National training and events calendar
  - In-Sites Newsletter
  - EOWS Web Page
  - Federal Register

## Local

- Organizational Chart
  - Grantee—local municipality, agency, or organization
  - Steering Committee Structure
  - Required Partners
    - U.S. Attorney's Office
    - Law Enforcement
    - Local Government
    - Residents

### Local Weed and Seed Structure



Although you are better able to understand how Weed and Seed is structured, you will need to review the various documents that were generated before your arrival. Remember, you have a Program Manager and other Site Coordinators that you can call for assistance if you have questions.

### Key Documents To Be Reviewed

- Official Recognition (OR)
  - Five-Year Strategic Plan
  - Site Boundaries and Demographics

- Crime Stats
- Site's Operational and Procedures Document
- Stakeholders and Partners
- Current Year's Grant Application Including Budget
- Award Document with Special Conditions
- Strategy Updates
- Site's Benchmarks/Evaluation Strategy
  - Meeting minutes
  - MOUs and MOAs

### **How Does The Weed And Seed Site Coordinator Function Within The Weed and Seed Program?**

Understanding your *function* within the Weed and Seed site is probably the most frequently raised concern among Site Coordinators as well as members of Steering Committees. Who really leads the Weed and Seed site? How is the Strategy actually implemented? What is the connection between the fiscal agent, Steering Committee and Site Coordinator? The following segment provides a clear and concise description of the various reporting relationships and how the Site Coordinator serves as a critical nexus for

ensuring the successful implementation of the Weed and Seed Strategy.

#### **Connection with Steering Committee**

- Organizational Structure
- Programmatic Oversight of Strategy
- Development of Strategy, Partners, And Resources

#### **Connection with Grant Administrator**

- Administrative/Fiscal Responsibilities
- Basic Personnel Issues - Hiring/Firing, Performance Appraisal
- Joint Oversight of Grantee, Steering Committee, and major partners
- Progress Report, Evaluation
- Monitoring Sub-grantees (mini grants), Safe Havens, MOUs/MOAs
- Federal Partners- (DOJ— EOWS and U.S. Attorney's Office) and Other Federal Agencies
- Overall Strategy, Application Submission and Technical Assistance
- Categorical Assistance Progress Report and Financial Reports
- Program and Problematic Issues
- Outreach

As you can see, it is extremely important that you, as the Site Coordinator, understand the various relationships that help propel the Weed and Seed Strategy forward. Although the Steering Committee may have been in existence before you arrived, it is important that you help provide clarification to new Steering Committee members and other community stakeholders. Keeping the

relationships and responsibilities clear to all partners in the community will help ensure a successful Strategy.

Given the range of skills and qualities of a Site Coordinator, EOWS allows each site the flexibility of developing a job description for the Site Coordinator. Sample job descriptions are available for your review, however, these descriptions do not provide specific details regarding education requirements or years of experience. There is also a wide range of salaries for Site Coordinators. The following segment addresses some of the major roles and responsibilities of a Site Coordinator.

### **Job Description Activities**

- Primary Outreach Person In Promoting Weed And Seed To New Partners and Community Residents
- Preparation and Submission Of Progress Reports
- Interfaces with Steering Committee
- Serves As Staff To The Steering Committee
- Monitors The Activities And Progress Of Sub-Grantees
- Works With All Available Partners To Explore Potential Funding Opportunities To Support The Goals And Objectives In The Strategy
- Interfaces With EOWS
- Monitors Activities And Outcomes Of All Established Safe Havens
- Continuously Seeks To Leverage All Types Of Resources
- Leads The Strategy Development Process
- Collects And Analyzes Data That Supports The Strategy

### **How Do I Develop And/Or Strengthen My Abilities And Skills?**

In the initial segment of this session, you learned about the various qualities and skills necessary to be an effective Site Coordinator. In the remaining time left for this knowledge domain, there are a number of things you can do to develop and/or strengthen your skills. Some of these activities will occur as you carry out your work on a daily basis

(on-the-job training). Others activities require a specific commitment of your time and effort. The following are examples of different exercises and other professional development recommendations that have proven helpful to other Site Coordinators across the country.

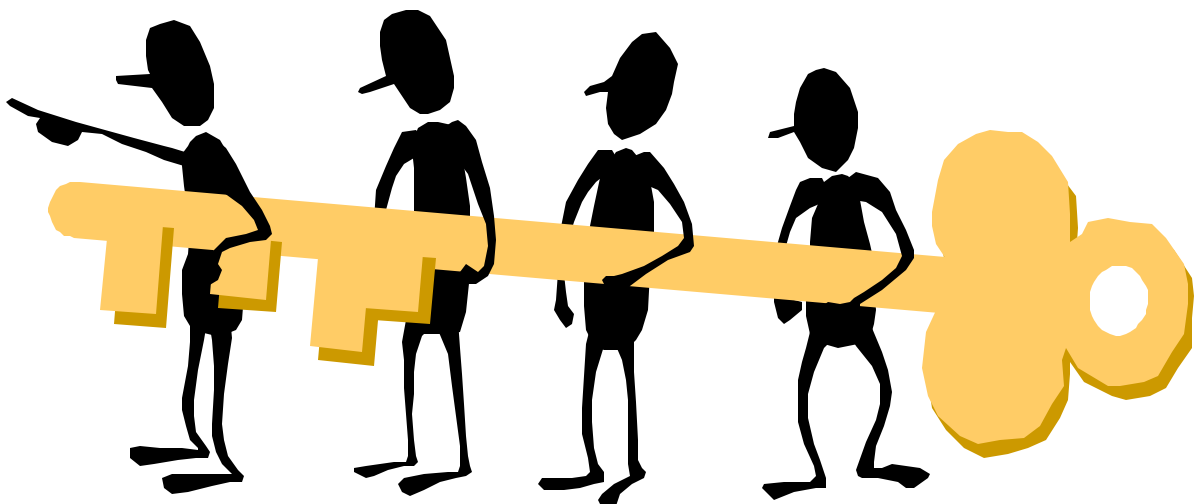
### **Developing Core Operational Skills**

- Peer mentoring from experienced Weed and Seed Sites
- Technical Assistance (EOWS)
- Interfaces with EOWS Program Manager and USAO LECC
- Annual Personnel Progress Reports

### **Summary:**

As a new Site Coordinator, there are numerous opportunities for you to utilize existing skills while developing new skills. The key to being a successful Site Coordinator is not limited to understanding the skills required for the job, but to know what the specific functions of your position are, as well as the overall structure for Weed and Seed. A number of publications, manuals and other resource material have already been developed to help Site Coordinators complete many of the required tasks. It is your responsibility to review these documents carefully, educate Steering Committee members if necessary, and seek out assistance from your Program Manager or other Site Coordinators if you have questions.

# **Collaborations and Relationships With Partners**





## Collaborations and Relationships With Partners

Securing the designation as an Official Weed and Seed site is important, however, it is important that all community stakeholders and partners recognize that the designation is just the beginning. Successful implementation of Weed and Seed requires the ongoing collaboration among Steering Committee members as well as other community stakeholders. What does collaboration really mean? What is the significance of the Memoranda of Agreement that were included in the Official Recognition application? Who is responsible for enforcing these MOAs? These are just some of the questions that often surface after the site receives OR.

We will now explore what your role as the Site Coordinator is relative to helping to develop and/or implement collaborative partnerships as a means toward achieving the goals and objectives outlined in the Strategy. You will also gain tips on how to enforce the Memoranda of Agreement and document the progress of the various partners in working to collectively achieve the goals and objectives outlined in the Strategy MOAs and how the Site Coordinator is responsible for managing these critical relationships.

### Session Objectives

- ☐ How To Collaborate/Work With Steering Committee Members and Members Of Steering Committee Subcommittees
- ☐ Identify, Strengthen and Develop Relationships With Key Partners/Build Formal/Informal Networks
- ☐ How To Mobilize Your Community

### What Can I Do to Encourage Collaborations Between Steering Committee and Subcommittee Members?

One of the primary roles of a Site Coordinator is to encourage collaboration among the various organizations, agencies and residents involved in Weed and Seed. Helping everyone understand that Weed and Seed is not a program, but rather a Strategy, establishes a base for building collaboration. Given the amount of resources provided by EOWS to support each site, it is important for the Steering Committee to understand the importance of collaborations as a means to leverage additional resources for the Weed and

Seed site to achieve the stated goals and objectives. There are a number of tasks Site Coordinators are expected to perform in order to help clarify for Steering Committee and subcommittee members how important collaborations and partnerships are in implementing the Weed and Seed Strategy.

- Understand Roles and Responsibilities
- Secure Commitment and Involvement

- Identify Key Partners That Share The Vision
  - Look at present committee membership and identify gaps
  - The size of the Steering Committee should be large enough to be inclusive of all shareholders, but small enough to be efficient and manageable
  - Include law enforcement and non-law enforcement partners
  - Voting and non-voting members
    - Who votes and who doesn't may vary from steering committee to steering committee. General rule is each steering committee member represents one agency or segment of the community and should have one vote.
    - Working members of subcommittees
    - Be inclusive
  - Refer often to site's strategic plan
  - Recognize short - and - long-term goals

### **What Is Involved In Establishing A Safe Haven?**

Weed and Seed Steering Committees are encouraged to establish Safe Havens as part of the overall Strategy. A location in the community where residents can access needed services, develop relationships and find opportunities, a Safe Haven is typically visible and easily accessible to area

residents. There are several Weed and Seed sites across the country that have multiple Safe Havens operating to provide the broadest range of accessible facilities for children, adults and seniors. This section covers the basic consideration in establishing and maintaining a Safe Haven in a Weed and Seed site.

### **Elements of a Safe Haven**

- Location and Security
  - Existing facilities
    - Schools
    - Faith-based Organizations
    - Nonprofit Organizations
    - Community-based Organizations
    - City Recreational facilities
- Services and Supportive Programs
  - Youth
  - Adults
  - Seniors
- Staffing Alternatives
  - Community-based Organizations
  - Volunteers
  - Paid staff
- Documentation and Evaluation of Activities

- Sustaining Safe Havens

### **How Do I Build, Strengthen and Develop Relationships With Key Partners?**

As the Steering Committee is often established before the Site Coordinator is hired, a challenge for a new Site Coordinator in seeking to build collaborations may begin with the current composition of the Steering Committee as well as the various subcommittees. A significant portion of a Site Coordinator's time is often devoted to strengthening or building relationships with key community partners – some partners may not be

presently involved with Weed and Seed. Others may be involved, but not to the extent necessary. Who are the ideal partners for Weed and Seed? While a full listing of potential partners is provided in the Implementation Manual, let's review some of these partners.

#### **Department of Justice**

- U.S. Attorney's Office
- Executive Office for Weed and Seed Staff/Program Managers

#### **Local Government and Elected Officials**

- Mayor's Office
- Comptroller's Office
- Neighborhood Service Office
- City Inspection/Code Enforcement Office
- Parks and Recreation
- Community and Economic Development
- Planning departments
- County Offices/Services

#### **Law Enforcement**

- Local Law Enforcement
- Other City, County, State, Federal Law Enforcement Agencies
- City, County, And Federal Prosecutors
- Probation And Parole Agencies
- Court And Judicial Offices

#### **Residents**

- Neighborhood Associations Or Councils
- Neighborhood Or Community Watch Groups
- Public Housing Agencies
- Individual Residents
- Youth

#### **Other Community Providers**

- Faith-based Institutions
- Schools

- Universities
  - K-12
  - Head Start
- Small Businesses
- Corporations
- Community-based Organizations
- Health facilities
- Fire Departments
- Financial Institutions

There are a number of federal agencies that have regional and district offices throughout the country. These offices can often provide additional resources and expertise to help support the site's Strategy.

Sometimes, despite the efforts that you may be putting into building or strengthening collaborations, the outcome is not what you or others may think it should be. Here are some quick questions to ask yourself as well as the Steering Committee if you are still having difficulties in this area?

### **What Should I Do If My Site Is Not Developing Collaborations and Partnerships?**

- Are We Communicating What Weed And Seed Is About To Residents And Other Community Partners?
- Did We Get Feedback About The Effectiveness Of Our Efforts/ Programs/Initiatives/Strategies?
- Are There More Partnerships We Could Leverage?
- Are There Issues Affecting The Community That We Aren't Addressing?
- Are We Holding Events/Meetings At Convenient Times And Locations?
- Are We Expecting Too Much Too Soon?

### **How Do I Manage Working Relationships with Sub-grantees or Contractors?**

One of the common tactics of Steering Committees in implementing the tasks and activities outlined in the Strategy is to establish contractual relationships with various service providers in the community. These contracts reflect an additional extension of your responsibilities as a Site Coordinator in managing these relationships. Although the MOUs or MOAs may not reflect a financial commitment by

the agencies, sub-grantees or contractors are directly connected to the Weed and Seed by a financial commitment. This section will highlight steps you should take as a Site Coordinator to manage these important relationships. Remember, the sole purpose of implementing another level of contractual relationships is to fulfill the objectives outlined in the Strategy. Outcomes of sub-grantees or contractors must align to these objectives.

#### **Get and Keep Everything In Writing**

- o Clearly Define and Put In Writing, The Roles and Responsibilities For Each Sub-Grantee/Contractor
- o Clearly Define and Put In Writing How Funds Must Be Expended, and Performance Requirements

- o Agree On How Budget Adjustments, Any Changes To The Scope Of Work, Or Any Extensions Will Be Handled
- o Define and Put In Writing What The Reporting Process Will Be, Including Dates, Content, What Will Happen If It Performance Objectives Are Not Met

### **Review Grantee's Policies and Procedures**

- o What Are Grantee's Policies/Regulations Regarding Contracting and How They Relate To Sub-Grantee Process
- o Consistently Monitor Sub-Grantees Or Sub-Recipients

### **How Do I Mobilize Community Residents?**

One of the most important partners in Weed and Seed are community residents. Having residents involved in all aspects of Weed and Seed helps to ensure that the goals and objectives identified in the Strategy are consistent with the vision and desires of the people who live in the community. To ensure

that residents are fully involved in Weed and Seed, EOWS mandates that residents are one of the four required partners on the Steering Committee. It is also expected that residents serve on at least three of the subcommittees, however, in some sites, residents serve on all four subcommittees. Although several residents may be involved on the various Weed and Seed committees, there is much more that a Site Coordinator is expected to do to continuously mobilize the community. The following are some of the steps and activities for successfully mobilizing residents in your community.

### **Continuously Survey The Community To Identify Needs, Issues And Concerns**

- o Conduct Focus Groups, Neighborhood Surveys
- o Refer To The Strategic Plan —Is It Current?

### **Build strong resident-led leadership structures**

### **Create strong communication vehicles that meet the needs of the community**

- o Market the Weed And Seed site using:
  - ✓ Public access TV
  - ✓ Public service announcements
  - ✓ Websites
  - ✓ Neighborhood meetings
  - ✓ Newsletters
- o Look For Mobilization Opportunities That Match Up With Your Weed and Seed Strategy
  - Take advantage of other things going on in community (festivals, street fairs, rallies, door-to-door canvassing)
- o Link Plans With National Events
  - National Night Out

- Martin Luther King Celebrations
- Juneteenth
- Red Ribbon Week
- o Give Recognition For Volunteers And Hold Celebrations

### **Be Accessible to the Community**

- o Office Location
- o Attendance at Non-Weed and Seed Functions

### **Take Advantage of Local Volunteer Groups**

- o VISTA
- o Americorps
- o Boy/Girl Scouts
- o School organizations
- o Stop the Violence
- o Project Safe Neighborhoods

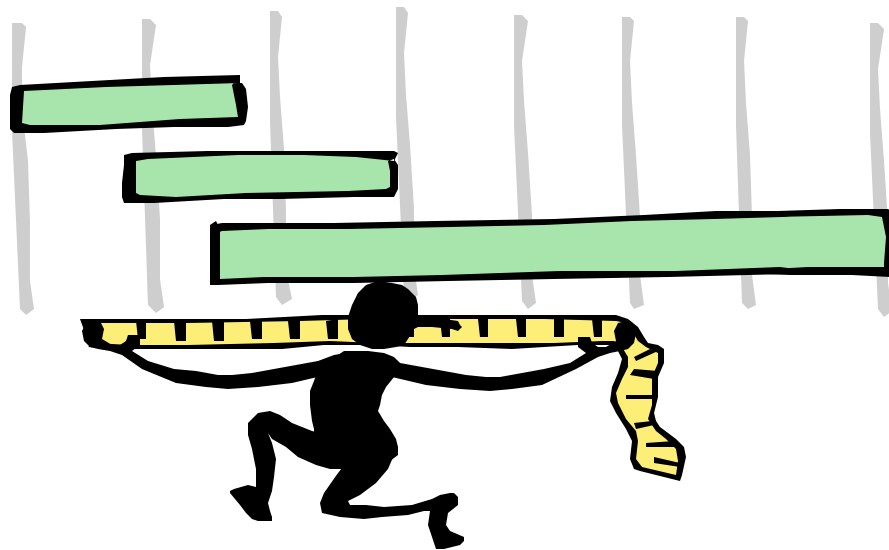
### **Summary**

Collaborations and partnerships are the lifeblood of the Weed and Seed Strategy. Upon completion of this learning domain, you should now have a better understanding of how to work productively with the site's Steering Committee, subcommittees, and key partners. In addition, tips were offered on how to enhance, strengthen, and sustain key partnerships, as well as how to identify and involve stakeholders.

Beyond building a network of partners, this session also focused on how to mobilize the community to achieve the goals outlined in the Weed and Seed site's Strategy. You should now have more insight on how to connect clients to services; and what is required in managing sub-grantee and/or contractors.

Thoroughly review the site's current grant application, Strategy, list of Steering Committee members, status, progress reports, evaluations, media coverage, and any other information you may discover or develop concerning the Weed and Seed Site.

# Strategy Development and Implementation





## Strategy Development and Implementation

The heart of Weed and Seed is the Strategy. The Strategy for your site may have been developed before you were hired. It is important that you spend time reviewing this document as it serves as a guide for your entire site in terms of a plan of action. In many sites, the Strategy represents a comprehensive plan for improving the quality of life for residents and other stakeholders in the community.

Once the Strategy has been approved, it is now the responsibility of the Steering Committee, subcommittees and the Site Coordinator to work together to implement the Strategy. Remember, most Strategies are designed to achieve goals and objectives over the three to five years.

The following session will focus on helping you understand how to develop and implement annual strategies, which compose the Official Recognition five-year strategy. Furthermore, you will learn the importance of being informed about the local site's timelines, reporting requirements, convening meetings and collecting necessary data.

Remember, there may be a temptation within the site to treat Weed and Seed as a program. It is a **Strategy**!! Your task is to help move the Weed and Seed site forward through the delivery of programs and services offered by the collaborating partners in order to achieve the goals and objectives.

### Session Objectives:

- ☐ Understanding the Community Assessment Process
- ☐ Supporting Strategy Implementation
- ☐ Overcoming Obstacles Associated with the Site's Strategy

### What Is My Role In Supporting The Community Assessment Process?

Although the initial community assessment process may have been completed before you were hired as the Site Coordinator, it is important to understand why this process was initiated and how the outcomes from this process helped to develop the site's Strategy. Furthermore, the community assessment process is a continuous process that helps to measure the effectiveness of the goals and objectives of the site's Strategy in addressing the needs of the community. This section will address key components of the community assessment process that should involve the Site Coordinators along with tips to make this phase seamless with the other activities in the community.

### **Identification of Realistic Boundaries**

- o Boundaries Should Be Linked To Census Tracts Or Other Identifiable Sources For Tracking Such As Police Districts

### **Collection and Analysis of Demographic Data**

- o Gather Updated Census Information On Site Residents Including Income Levels, Unemployment, Poverty, Housing

### **Identification and confirmation of top crime problems**

- o Distinguish Between Level Of Part I And Part II Crimes In The Area
- o Look For Trends In Certain Crimes Being Committed
- o Crime Maps or COMSTAT Information

### **Identification of additional unmet needs**

- o Continuously Work With Community Residents To Identify Unmet Needs
- o Compare Findings From Residents With Secondary Data Sources

### **Signs of Economic revitalization**

- o Coordinate With Local Economic Development Agencies To Track Planned Economic/Housing Development Projects Within Site
- o Work With Small Businesses In The Area To Assess Additional Revitalization Efforts

### **What Is My Role In Implementing the Strategy?**

By now, you should realize that the implementation of the Strategy involves a number of tasks and activities that are often initiated by a collaboration of organizations. Your role as the Site Coordinator is to coordinate and/or facilitate the creation of these collaborations to achieve the goals and objectives in the Strategy. Central to the implementation process are the regular Steering Committee meetings. These meetings provide Steering Committee members with the opportunity to review progress reports relative to the four components of the Strategy.

The Steering Committee meetings provide community residents and other interested stakeholders with opportunity to also hear about the progress of the overall Strategy and offer recommendations for improvements. Given the significance of these meetings, your role as the Site Coordinator is to ensure the meetings run smoothly and that the Steering Committee receives all of the necessary data and other relevant information to make informed decisions. Here are some tips for convening meetings, to ensure maximum community involvement, as well as the collection of critical data to be used for evaluation purposes.

### **Convening Strategy Development Meetings**

- o Running The Meeting – *Set Time Appropriate To The Audience*, Prepare Agendas In Advance, Designate A Minutes/Record Keeper

- o Staffing The Meeting – Bring Pertinent Information That The Agendas May Refer To, Be Prepared With Relevant Documents Referred To By Prior Meeting Minutes and Take Minutes
- o Facilitating The Meeting – Identify Outcomes/Purposes For Meeting, Ensure Group Participation Through Use Of Various Techniques Including Flip Charts, Ice Breakers, Brainstorming Exercises, and Reach Consensus To Move Forward

### **Collecting Site Data to Support Strategy Development and Implementation**

- o Identify Data Collection Needs and Purposes Based On Expected Reporting Requirements, Program/Project Development, and Assessment
- o Data Can Be Collected From Various Resources Including Census Data, Schools, Local Law Enforcement, City/County Demographics and Planning Department, Universities, Steering Committee Partners, Sub-Grantees, Et Cetera
- o Possible Alternatives To Collect Data Or Update Data Include Organizing Community Surveys, Community Canvassing, Focus Groups, and Asset Mapping

### **Assisting with Strategy Progress**

- o Assist With The Development Of Realistic Goals
- o Standardize A Process Of Accountability For Assigned Steering Committee Tasks That Include Timelines, People Responsible For Tasks, and Local Site Reporting Requirements
- o Develop Internal Monitoring and Reporting Processes That Include Timelines, Task Status, and Reporting Requirements
- o Identify The Appropriate Groups and Individuals That Have The Obvious Capacity For Fulfilling The Assigned Purpose

### **Evaluating the Strategy**

- o Set Measurable Outcomes For Goals
- o Coordinate With Third Party Evaluator A Plan For Conducting An Evaluation Of Strategy
- o Assist With The Collection Of Data For Analysis
- o Work With Steering Committee To Address Feedback From Evaluation
- o Utilize Data From Evaluation In Preparing Progress Reports

### **What Should I Do If the Strategy for My Site Is Encountering Obstacles Or Needs To Be Amended or Revisited?**

While the Strategy developed for the site is expected to be used as a roadmap for the Site Coordinator, Steering Committee and the various subcommittees, and sometimes you may encounter some obstacles. These obstacles may hamper the progress toward achieving the goals and objectives in the Strategy. The next few steps describe what a Site Coordinator should do if the site begins to experience some challenges associated with

the approved Strategy.

**Encountering Obstacles Along the Way**

- o Discuss With Steering Committee, Program Manager Or USAO Representatives
- o Encourage The Development Of An Ad Hoc Or Subcommittee To Address The Obstacle
- o Utilize The Four C's—Communication, Collaboration, Cooperation and Coordination As Tools To Overcome The Obstacle
- o Document Actions Taken

**Amending and Revisiting Local Strategies**

- o Review Established Timelines and Reporting Schedules With The Intention To Coordinate Opportunities Of Strategy Measurement.
- o Remind and Facilitate Steering Committee Meetings To Address Strategy Progression
- o Assist Steering Committee With Proper Submission For Strategy Amendments, Budget Changes and Technical Assistance Request

## **Summary**

Site Coordinators should be able to convene, support and facilitate strategy development meetings, data collection processes, as well as assist the Steering Committee with measuring the overall Strategy progress. In further support of strategy development and implementation, Site Coordinators should bring together subcommittees and Ad Hoc committees to review timelines, reporting schedules and achievement of goals and objectives.

# Sustainability



## Sustainability

A specific strategy focused on the continuation of Weed and Seed efforts in your site must be integrated early in the strategy development process. While each site currently receives funding from EOWS, there may come a point where funding is no longer available from this particular source. Given the tremendous levels of collaborations that have been formed as a result of Weed and Seed, it is important to keep the momentum going and not become totally dependent upon one funding source to continue the strategy development process.

In the context of Weed and Seed, sustainability focuses on the continuation of the strategy development and implementation process. Key efforts to be sustained include:

- ✓ Coordination among law enforcement
- ✓ Communication with residents and law enforcement
- ✓ Prevention/Intervention/Treatment activities
- ✓ Reinvestment in neighborhoods

This session will address why sustainability is so important to Weed and Seed sites and what are your responsibilities as a Site Coordinator in helping to sustain the Weed and Seed efforts in your community.

### Session Objectives

- ☐ To Understand How To Sustain The Weed and Seed Strategic Planning Process and Maintain Collaborations
- ☐ To Learn How To Attract, Identify and Use Resources (Leveraging)
- ☐ To Explore What Steps Are Required In Developing A Transition Strategy

### What Are We Trying To Sustain?

As the Site Coordinator, it is critical that you continuously reinforce to Steering Committee members and other community stakeholders that Weed and Seed is not a Program, but a Strategy. As many people view the funding received from EOWS

as a typical federal grant, you must help educate community leaders to understand that Weed and Seed promotes a comprehensive strategy development process that brings together key resources from law enforcement, city and county governments, community organizations and other service providers and residents to collectively address the issues impacting the quality of life in the Weed and Seed site. While funds from EOWS may be invested to support some programming activities, Weed and Seed should not be viewed as a program itself. Therefore, since Weed and Seed is not a program, it is the strategy development and implementation process that should be sustained.

The following measures should be taken to achieve the goal of sustaining the weed and seed strategic planning and coordination process:

### **Sustaining the Weed and Seed Strategic Planning Process**

- o Provide All Stakeholders With The Weed and Seed Organizational Structure and Keep It Up To Date. It Should Be Available At All Times.
- o Encourage Ongoing and Open Dialogue
- o Involve and Motivate Residents and Stakeholders Throughout The Strategy
- o Build A Vested Interest
- o Develop Capacity

### **How Can I Help Leverage Additional Resources for the Site?**

Site Coordinators must work with the Steering Committee to aggressively attract and identify new resources to support the site's Strategy. In addition to looking for new resources, the Site Coordinator must work with the Steering Committee to ensure that existing resources are being sufficiently optimized and leveraged. The following tasks are often associated with attracting new resources and

maximizing existing resources:

- o Create An Asset Map and Revisit It Frequently
- o Identify Gaps In Service
- o Get Acquainted With Grant Makers and Understand Their Funding Priorities
- o Create and Strengthen Partnerships With Other Service Providers
- o Apply For Collaboration Grants

### **What Is The Role Of The Site Coordinator In Developing A Transition Strategy?**

While the Site Coordinator should concentrate on helping the Steering Committee develop and implement a sustainability strategy, this may require a change in the current operating structure of Weed and Seed. Sometimes, Weed and Seed is incorporated into an existing organization. In other situations, organizations serving the community will agree to become more involved in leading a particular component of the Strategy. There

are even times when infrastructures that appear similar to Weed and Seed exist and incorporate the philosophy of Weed and Seed into their daily operations. While there are no specific requirements associated with developing a transition strategy, the following provides some details to consider:

- o Know Who In The Community Will Benefit From The Transition Plan
- o Document All Evaluations and Successes



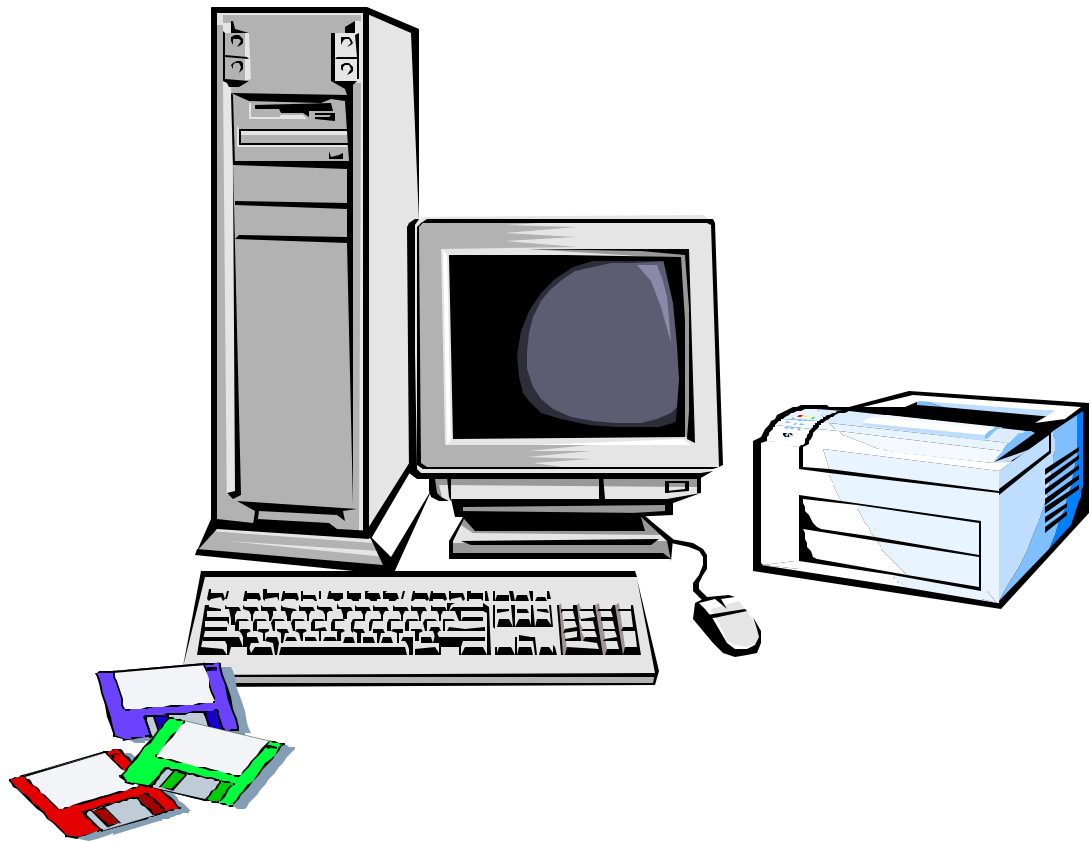
- o Develop A Continuation Strategy Without EOWS Funding
- o Train The Community To Become Advocates For Securing Other Resources
- o Pass On What You Know

## **Summary**

As a Site Coordinator, sustainability of the Weed and Seed Strategy should begin early in the implementation phase. It is important to consider all four components of the Strategy that need to be sustained --- not just one section. One of the unique features of Weed and Seed is the composition and diversity of the Steering Committee. Continuation of the strategy development process helps to ensure that law enforcement, at all levels, will remained engaged with other community service providers in collectively addressing the crime and other unmet needs in the community.

Understanding what is being sustained and how other sites have addressed this issue will help you as you move forward. Remember, there is more than one type of resource to support the implementation of the Strategy. Don't get bogged down in strictly looking for grants or attempting to duplicate existing programs. Increased collaborations are an ideal tactics to use as part of the overall sustainability strategy. The program stability that Weed and Seed funding provides over a five-year period enables you to develop relationships and to create structures that will ensure continued commitment of resources to the target site.

# **Technology**



## Technology

As a Site Coordinator, you will find ways to optimize every existing resource that is available to you. The use of technology has become one of the most effective tools for Site Coordinators across the country either as special emphasis initiative, through the operation of a community technology center or just as a means of do your job on a day-to-day basis. At the completion of this module, you will achieve the following objectives:

### Session Objectives

- ❑ To Effectively Use The Internet To Navigate Through The Grant Management System (GMS), Submit Progress Reports, and Communicate More Effectively.
- ❑ To Acquire Or Expand Your Working Knowledge Of Using Various Software Programs To Create Documents, Spreadsheets, Maps, and Databases To Analyze, Display Information and Enhance The Management and Accountability Of Your Site.
- ❑ To Become Familiar With Recommended Technologies For Site Coordinators

### Why Do I Need To Use The Internet To Submit Documents To EOWS

Site Coordinators are required to submit certain documents to the Department of Justice on a regular basis. One of the most important systems that Site Coordinators must use is the Grants Management System (GMS). This system is used to submit progress reports, check on status of funding and to communicate more effectively with the Department of Justice. Using the Internet is very common today, and the next section will highlight why you should become comfortable using the Internet and what is required to communicate with EOWS.

### Using the Internet

#### Why is it important for Site Coordinators to access and use the Internet?

First and foremost, the Weed and Seed grant application must be uploaded onto the Grant Management System (GMS) in order to be considered for funding. In many sites, someone other than the Site Coordinator may be responsible for this function, however, as the primary contact person for your Weed and Seed site, you should at least know how to access the GMS and how it functions.

To access the GMS system, you must first have access to a computer that is connected to the Internet. An Internet Service Provider (ISP), such as AOL, Earthlink or AT&T WorldNet, must be secured to provide the connection from your computer to the Internet. The speed of the connection is an important consideration. There are numerous connectivity options to consider, depending on the amount of time spent online and budgetary resources. Different

connection speeds provided include I.S.D.N. (Cable Modem), DSL, and Dial-Up service. Various links are available once online, a web browser (i.e. Microsoft Internet Explorer or Netscape Navigator) will allow you to find the web address (URL) of the GMS.

The URL for the GMS is: <https://grants.ojp.usdoj.gov/>

Once you access the website, you can access the tutorial program that will take you through the different components of the system.

### **Communicate More Effectively Using Email**

In today's fast paced world of information exchange, the use of email has revolutionized the speed at which people communicate. With one keystroke, the EOWS can distribute important information instantaneously to the whole universe of Weed and Seed sites. Moreover, Site Coordinators can mobilize a critical mass in their community by blasting (simultaneously sending multiple) email messages to individuals, agencies or Steering Committee members. Blasting can also be used with faxing software programs but the time involved faxing versus email can be enormous.

For those Site Coordinators that have never used email before, email is a message, document or image sent electronically from one computer (or other electronic device such as two-way pager or web phone) to another. The sender, using their device to key in a message from their email address, transmits the message to their mail server (i.e. AOL) via the Internet to the mail server of the receiving party. The message is stored in the mail server of the recipient until the receiving party retrieves it. For a Weed and Seed coordinator it is essential to routinely retrieve email messages from their mail server several times a day.

Email addresses consist of first a user name and followed by a domain name joined by an ampersand (i.e. [president@whitehouse.gov](mailto:president@whitehouse.gov)). Email addresses can be obtained from your employer, an Internet Service Provider, or through a web service (i.e. Hotmail). A mail program (i.e. Microsoft Outlook) is necessary on your computer to adequately get mail from your mail server, send mail to your mail server and display your mail. If you do not have an email account and do not have access to one through your employer, you can get on free through Hotmail by utilizing a computer that has access to the Internet, which are available at most public libraries, and ask for assistance to reach the following URL <http://lc2.law13.hotmail.passport.com/cgi-bin/login> and follow the directions for signing up for a free Hotmail account.

Presently, there are numerous enhancements to email service, which allows you to transmit various files including pictures and documents as well as instant messaging, video streaming and chat forums, which allows you to communicate in real time with an individual or group.

*In the near future, the EOWS will be requiring sites to electronically submit their progress reports either by email and/or via the GMS.*

## **Finding Information On the World Wide Web**

Site coordinators are expected to be the Jack (and Jill) of all trades. Search engines are useful for information searching and retrieval. Site Coordinators encounter a vast universe filled with acronyms, and a search engine will help narrow down unknown queries for information. Some of the popular search engines include, [www.google.com](http://www.google.com), [www.yahoo.com](http://www.yahoo.com), and [www.excite.com](http://www.excite.com).

## **Your Website**

Presence on the World Wide Web is a vitally important component of promoting your Weed and Seed site. It is recommended that your site construct its own website. Examples of websites from other Weed and Seed grantees can be found by clicking on the map at the following URL:

<http://www.ojp.usdoj.gov/eows/neighborhoods.htm>

A local school or university with a graphic design department, may be willing to donate their services to assist you in developing your website.

## **What Are the Basic Software Packages Needed to Carry Out My Work?**

While many individuals hired as Site Coordinators may be new to Weed and Seed, they may not be new to using various computer software programs. This section will address the various types of software typically used by Site Coordinators to carry out basic operational tasks including creating text documents, spreadsheets, maps, and databases to analyze and display information and enhance the management and accountability of your site.

## **Word Processing**

You only get one chance to make a good first impression. Knowing how to effectively use word processing programs like Word and WordPerfect are essential to creating documents. Word processing programs will allow you to format documents efficiently and aesthetically.

Today, most computers have some type of word processing software installed. If not, word processing software is readily available at office supply stores.

Other benefits to using word processing software include:

- Documents can be attached to an email message and uploaded by the recipient
- Using the “cut and paste” feature, you can easily merge various documents
- It is easy to create documents such as reports, letters, résumés, flyers, and brochures
- Documents can be made visually appealing documents using various techniques, such as clip art and scanned images; bullets, shading, lines and boxes; multiple fonts and tables

When competing for grant funds, you will need every competitive edge you can and the effective use of word processing software can give you that edge.

## **Spreadsheets**

As a Site Coordinator, it is often necessary to create documents to analyze and display information and data relative to your site. Spreadsheet software can be used to create site-reporting documents.

Spreadsheets software, such as Excel, Lotus and Access make it easy to organize data, statistics, and bookkeeping or manage contact information. Setting up a database is not very difficult, but will require time in entering and maintaining accurate data.

(Include graphics of a spreadsheet)

## **Geographic Information Systems (GIS)**

Geographic Information Systems (GIS) is a type of database management system that allows you to graphically display data on maps. GIS can be used to map your site’s assets and statistical data. For Site Coordinators, GIS can be effective in demonstrating the correlation between crime and the environment or any number of other relationships. It is not expected that a Weed and Seed site maintain a GIS database, but there should be access to the resources in your community that does have this database. You might try to partner with you local police department, college or university or State children and families agency.

A picture tells a thousand words! Many sites utilize GIS to map the assets in their community. Police departments often use GIS to highlight where crimes are taking place. The possibilities to overlay different data sets are limitless. Much of the census data is available for downloading into your GIS system.

Two popular GIS software programs are ArcView and Maptitude.

Examples of GIS maps can be found at the Weed and Seed Data Center at the following URL:

[www.weedandseeddatacenter.org](http://www.weedandseeddatacenter.org)

### **What Are Some of the Basic Technologies I Should Use As a New Site Coordinator?**

One of the key points you should have realized by now is that Site Coordinators are rarely stationary. Constantly on the go to meetings, community events, strategy sessions demand that a Site Coordinator have immediate access to his or her calendar and/or address book at all times. Before you run out the door to meetings with community leaders, it is important to assess your technological resources and be familiar with the latest

technologies that can assist you to perform your job better. This section will point out some of the latest technological tools that you should consider as a Site Coordinator.

#### **Primary Technological Tools**

- o Desktop Computers
- o Laptop Computers
- o Fax Machine
- o Scanner
- o Cellular Phone (optional)
- o PDA's (optional)

Be aware of the organizational, connectivity, and efficiency/productivity benefits of using Personal Data Assistants (PDAs), cellular phones, pagers, networking, and the pros and cons of using a laptop vs. a desktop computer. In most cases, these tools may be included in the budget of your Weed and Seed grant and are invaluable resources to help you stay organized, efficient and adequately doing your job.

#### **Summary:**

Technology is a critical tool that Site Coordinators often rely upon in carrying out their work. The use of the Internet is required in transmitting key documents to EOWS and for communicating with organizations in your respective community or with other Site Coordinators across the county. There are basic computer software programs that are recommended for Site Coordinators to use to help with word processing, spreadsheet, and presentations and in developing a community database. Most of the software discussed earlier has easy to follow tutorial programs. As you become more comfortable with using technology, there are other tools you may want to consider. Common tools Site Coordinators use include PDAs, laptop computers and cell phones. Before you will the rush to

modify your budget to request many of these items, talk to members of your Steering Committee. Often organizations may donate equipment for use in carrying out the Weed and Seed Strategy. Remember, one of the keys to a successful Weed and Seed Strategy is to leverage resources!!



# Programmatic and Financial Requirements



## Programmatic and Financial Requirements

The programmatic and financial knowledge domain is critical for Site Coordinators and focuses on the various reporting requirements. As a recipient of government funds, there are certain requirements that must be followed in reporting key activities in the site as well as expenditure of funds. This section will address the major tasks Site Coordinators must ensure are completed on a timely basis to remain in good standing with EOWS. Beyond the material that will be covered in this section, you will receive more detailed training at the EOWS Application conference sponsored each year before the funding application deadlines.

### Session Objectives

- ☐ Review The Progress Reporting Requirements and Due Dates For Submission
- ☐ Review The Financial Reporting Requirements and Due Dates For Submission
- ☐ Determine What Types Of Data Should Be Collected and How Information Should Be Reported

### Who Is Responsible for Preparing the Progress Reports?

Each site is required to submit progress reports to EOWS as part of their grant requirements. These reports help the Program Managers and the Office of the Comptroller understand what progress is being made in the site, obstacles that may be encountered and the overall impact of the Weed and Seed Strategy. Uniformity in the reporting format

helps ensure that all of the information received is consistent across the country. The next section will cover the required report formats and due dates for these reports. Due dates are critical to note as this can have an impact on future funding if not adhered to.

### Progress Reports

- Categorical Assistance Progress Report Form
- Due Dates – (bi-annually)
- Preparation and Packaging
  - Time Requirement
  - Narrative
    - Highlights
    - Issues
    - Technical Assistance Requirements
    - Attachments
    - Financial Status
  - Mailing Instructions

## **Government Performance Results Act (GPRA) Reports**

- Forms
- Due Dates (annually)
- Preparation and Packaging
- Mailing Instructions

The Site Coordinator must take the lead for ensuring progress reports are submitted on a timely basis. If documentation is required from sub-grantees, it is recommended that you provide these grantees with a brief orientation session at the onset of their award. During this orientation, you should outline the specific reporting requirements and format for submitting reports. This will help make certain that you have all of the necessary information well in advance of the deadline to prepare the reports.

It is important to maintain accurate records of the various activities conducted in your site. These activities must also connect to the goals and objectives outlined in your strategy. Given the importance of conducting an evaluation of the overall Strategy, it is recommended that you use the baselines established in the evaluation process to record and report the progress in your site.

## **What Financial Reports Are Required By EOWS and Who Should Complete These Reports?**

In addition to the progress reports that must be submitted twice a year, each site must submit quarterly financial reports. Using the Financial Status Report form, SF 269A, sites must provide accurate accounting of the funds expended based on the approved budget. This section will review the financial reporting form and key instructions in completing and submitting the form to the Office of Justice Program, Office of Comptroller.

### **Financial Reports**

- SF 269A Form
- Due Dates (quarterly)
- Preparation of Report
- Mailing Instructions
- Special Circumstances
  - Grant Extensions
  - Budget Modification
  - Closeout Requirements
  - Supplemental Awards

## **What Are the Responsibilities of the Fiscal Agent?**

To receive funding from EOWS, each Weed and Seed application must have an official grantee. This

grantee is responsible for receiving the funds on behalf of the Steering Committee and disbursing the funds according to the approved budget. There are different types of organizations that serve as fiscal agents or grantees for Weed and Seed sites. While you received some information on the role of the fiscal agent relative to the Site Coordinator earlier in this Guide, this section serves to summarize the key responsibilities of the fiscal agent and its relationship to the Steering Committee, eligibility requirement and overall reporting requirements.

### **Responsibilities of the Fiscal Agent (Grantee)**

- Eligibility Requirements
  - Accounting System/Financial Capability Questionnaire
  - Approval by Steering Committee
- Interaction/Approval of Steering Committee
- Reporting Requirements
  - Completion of SF 269
  - Financial Reports to the Steering Committee
  - Audits
    - Audit Thresholds
    - Audit due dates
    - Audit Objectives
    - Common Audit Findings
      - Untimely report submissions
      - Lack of documentation
      - Inadequate time/effort reports
      - Inaccurate reports (Financial Status Reports and Request for Payment)
      - Commingling of Funds
      - Supplanting of Funds
      - Excess cash on hand
      - Unallowable costs
      - Inappropriate changes
      - Conflict of Interest

### **Summary**

The reports required for Weed and Seed provide you, the Steering Committee and EOWS with an accurate and progressive update on the progress of the site in implementing the Strategy. Completion of these reports should be taken seriously. If you are experiencing difficulty in preparing the required reports, it is imperative that you notify your Program Manager *before* the due date. Communication with your Program Manager can also provide you with guidance if you are encountering issues that might warrant technical assistance. The Site

Coordinator should take the lead for informing all parties (i.e., the grantee/fiscal agent, Steering Committee and sub-grantees) of the reporting requirements.

EOWS provides a comprehensive training on how to complete the required forms each year at the application conference. In addition to the Site Coordinator attending this conference, it is highly recommended that a key representative from the grantee also attend this conference.

## **Appendix Contents**

### **Implementation Manual Glossary of Terms**

### **Sample Program Coordinator Position Descriptions**

### **Sample Operational Policies and Procedures**

### **Grant Administration Manual**

- Reporting Requirements
- Categorical Progress Report Form & Instructions
- Financial Status Report & Instructions
- Sample No-Cost Grant Extension Request
- Sample Budget Modification Request
- Grant Recipient Closeout Requirements
- Period of Availability of Funds
- Audit Requirements

### **Office of Comptroller Contact Information**